

## Jasper Community Arts Commission – Strategic Plan F/Y 2009-2013

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### **Jasper Community Arts Commission** **Strategic Plan 2009-2013**

**Vision:** (The world as we define it, arranged as we would like to see it. Broad view.)

The arts are for everyone. Promotion of the arts provides an economic and cultural boost to Jasper and the surrounding area. The long and deeply rooted arts tradition in Jasper will continue and grow.

**Mission:** (The role of the JCAC in achieving the vision.)

The mission of the Jasper Community Arts is to stimulate and encourage an appreciation of and participation in the arts. The JCAC will become a catalyst for economic and cultural development in Jasper and Dubois County through participation in, and enjoyment of, the arts. We will promote local business growth in art industries and tourism through the use of our services and similar area businesses.

**Strategy:** (What specific strategies or steps must the JCAC take in order to enact its mission within the greater community vision?)

We are an organization guided by quality. Our customers are the center of the work that we do. We believe the arts are for all. We will continue to offer a series of performing, educational, and visual arts experiences for both novices and the more seasoned arts patrons. We seek constantly to improve and expand our offerings.

As the arts leader in the area, we will act as a catalyst for encouraging the growth of the arts by forming or building partnerships with other organizations in the region. Also, as Regional Partner, we will work in cooperation with the Indiana Arts Commission to advance the arts in the area and the state of Indiana.

Growth areas for the JCAC for the next 3 to 5 years have been identified in two main areas: Financial/Administrative/Governance and Programming. Each area has several subcategories. In addition, the JCAC will continue or adapt current activities in Programming, Education, and the Visual Arts.

We continue to work on plans for our facility expansion and will take strategic action on those plans in order to meet the needs of our customers.

We work to maintain positive relationships with our city, our county, our business community and our patrons while focusing on bringing the arts to life for all.

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**Conditions and Caveats:** Even the best of plans must make allowances for changing conditions and unforeseen circumstances. The following areas have been identified as having the greatest possibility of negatively affecting the timely implementation of this Strategic Plan.

- Economics – local, state, national
- Political climate
- Demographic changes / human resources
- Competition with other venues or entertainment sources
- Changing technology

Unforeseen circumstances in these areas may require course corrections or adjustments in Strategic Planning steps.

### Financial / Administrative / Governance

#### **Address youth participation (age 15 – 30)**

We believe that developing the youth market is crucial for the continued growth and viability of the JCAC. This is our feeder group for the future and seeking the input of area youth will keep programming fresh. We propose adapting to the youth market by implementing the following actions.

- Actively seek youth membership on committees.
- Ask JHS to recommend student to sit in on Board meetings.
- Create a teen advisory committee.
- Create programming to specifically appeal to youth market, i.e., coffee-house nights, poetry readings, concerts. Let teen advisory committee plan the events.
- Create a group like INteract for youth.
- Create more use of the Internet through web postings, podcasts, free downloads, etc.
- Create and ensure flyers are consistently sent to local schools when audience appropriate material is being presented.
- Notify area high schools about upcoming events which might be appropriate for specific classes or for extra credit.

Who	2009	2011	2013
<i>President, Director, EC</i>	X		
<i>President</i>	X		
<i>Director, EC, VAC</i>	X		
<i>EC, Regional, Board mbr</i>		X	
<i>Regional</i>		X	
<i>Director</i>	X		
<i>EC, VAC, Regional</i>	X		
<i>EC, VAC, Regional</i>	X		

December 16, 2008

Board – JCAC Board  
President – JCAC Board President  
Director – JCAC Director

AA / BO – Admin Assist / Box Office Mgr.  
EC – Education Coordinator  
VAC – Visual Arts Coordinator

Fac Mgr – Facility Mgr / Tech Dir.  
Regional – IAC Regional Coord.

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- Develop a youth incentive plan for middle & high school students which could be exchanged for prizes or free ticket giveaways.

<i>EC, VAC, Regional</i>		X	
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### Focus on partnerships

Part of the larger vision of the arts in this region is that the JCAC will encourage and act as a catalyst with other organizations in the area.

- Partner with or continue to develop current partnerships with:
  - VUJC
  - Parks Department / Habig Center
  - Dubois County Museum
  - Dubois County Tourism
  - Schools
  - Hispanic outreach, Guadalupe Center
  - ROJAC
  - Community Foundations
  - Other regions
  - Out-of-county
  - Service organizations
  - Area museums
  - Strings
  - ACT
  - Dance Central
  - Area arts organizations – Dubois County Art Guild / Patoka Valley Quilters Guild
- Strengthen and Expand Partnership with IU School of Music into Programming Expansion.
- Work with Traditional Arts Indiana to identify and provide services to the traditional artists in our region. This collaboration would include support for growing business for these artists, providing places for them to share the work

<b>Who</b>	<b>2009</b>	<b>2011</b>	<b>2013</b>
<i>Board Director Staff</i>	X	X	X
<i>Director</i>	X	X	
<i>Regional</i>	X	X	

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with a larger audience or for providing means for mentorships or internship / apprenticeships to continue their art form.

- Regional Arts Partners – Work within partnership to provide trainings and venues for artists to work.
- Contact service groups for ushering / hospitality.

<i>Regional</i>	X	X	X
<i>Director, AA/BO</i>	X		

### Branding / Marketing / Public Relations

An important part of our future growth will be to continue to get the word out about what the JCAC actually does and the importance of the arts in this area. Several key elements have been identified to make that happen.

- Reestablish the Marketing Committee only if specific duties or desired outcomes can be determined. This should be a committee of knowledgeable marketing people who are willing to put the time into creating a comprehensive marketing plan.
- Hire a marketing person.
- Continue to keep mission as focal point.
- Conduct training session with Board members to ensure that they are familiar with ALL of our programs.
- Continue to promote tag line: *pART of your life!*
- Continue to promote Jasper Community Arts as a Department of the City of Jasper.
- Establish focal themes for the year or for pARTicipate newsletter, i.e., *Journey with the Arts*, economic development, arts and education.
- Ensure that promotion of ALL of our events credits Jasper Community Arts.
- Write and place articles in magazines or trade

Who	2009	2011	2013
<i>Board Director</i>		X	
<i>Board, Director</i>			X
<i>Board, Staff</i>	X	X	X
<i>Staff</i>	X	X	X
<i>Director, Marketing Committee</i>	X	X	X
<i>Director, Marketing Committee</i>	X	X	X
<i>Director, Marketing Committee</i>	X	X	X
<i>Director, Marketing Committee</i>	X	X	X
<i>Board, Staff</i>		X	

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publications about our arts programming.

- Work on making sure parents are aware of JCAC programs in school – perhaps half-page promo for each show to be sent with permission slips or given out at PTO meetings.
- Develop a “Teacher Art Advocate” prize for instructors who use the arts in their classrooms based upon principals’ recommendations.
- Encourage Board and committee members to understand our programs and talk them up amongst their friends.
- Encourage Board members to make presentations to community service groups.
- Host seminars for arts-related events.
- Conduct a community survey through utility bill stuffers, pARTticipate newsletters and programs.
- Advertise on Craig’s List for workshops.
- Develop PowerPoint presentation(s) that can be used in lobby or for meeting presentations.
- Investigate and implement new technology to reach younger / broader audiences. Use list servs, text messaging, YouTube, MySpace, etc.
- Continue to update website frequently.
- Get banners for the building or along the drive.
- Organize a group of art businesses and organizations with the purpose promoting the region as an arts area.

<i>EC</i>	X		
<i>EC, Director</i>		X	
<i>President</i>	X	X	X
<i>President</i>		X	
<i>Regional</i>		X	
<i>Regional, Director</i>	X		
<i>VAC</i>	X	X	X
<i>Director</i>		X	
<i>Director</i>		X	
<i>Director</i>	X	X	X
<i>Director</i>	X	X	
<i>Board, Director, Regional</i>		X	

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### Fundraising direction

Fundraising will be crucial for this Strategic Planning cycle, especially in light of the current economic downturn.

- Find out what the board sees as the role of the fundraising committee(s).
  - Operations
  - Capital campaign
  - Grants
  - Sponsorships
  - Other
- Get the fundraising committee active again, and provide it with adequate parameters to get the job done.
- Establish Board involvement for fundraising.
- The Fundraising Committee will build a case statement for a Capital Campaign based upon the Strategic Plan
  - Select a committee chair.
  - Present to the Board.
  - Make the capital campaign committee a 501C3 (as a subcommittee to the general fundraising committee)
  - Have the Fundraising Committee develop a Capital campaign with a 3 to 5 year timeline, with the purpose of having X funds in place by 2013.
  - Begin targeting major donors.
  - Begin an active fundraising plan of events on an annual, bi-annual or quarterly basis.

Who	2009	2011	2013
<i>Board</i>	X		
<i>Board</i>	X		
<i>Board</i>	X		
<i>Board</i>	X		

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### **Strongly recommend that the building addition is part of City comprehensive plan**

Building expansion is crucial to the future growth of the arts in Jasper through the JCAC.

- Ask for commitment from city.
- Visit Council members individually.
- Take all City Council persons to lunch and the Mayor as well. Each Board member should do at least his or her Council member plus 2 others and these need to be “traded” so we blanket all equally. This could be done in teams.
- Continue to build relationship with Mayor and council ongoing basis.
- Each Board member will attend at least one council meeting / planning session per calendar year.
- Hold a social event with City Council and Arts to “report and discuss.”
- Contact the mayor to see where the city is in its plan, and make sure they or the company hired will contact us, either one-on-one or at a board meeting.
- Develop 3-D presentation (flyby) of proposed addition to be used at service club meetings, etc., to keep in public’s eye.

<b>Who</b>	<b>2009</b>	<b>2011</b>	<b>2013</b>
<i>Board, Director</i>	X	X	X
<i>Board</i>	X	X	X
<i>Board</i>	X		
<i>Board, Director</i>	X	X	X
<i>Board</i>	X	X	X
<i>Board</i>		X	
<i>Board, Director</i>	X	X	
<i>Director</i>		X	

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### Hire a full time Visual Arts / Multi-task person

It is clear that with additional programming and expanded areas of action those additional personnel will be needed. A multi-task person to handle special programs, such as Chalk Walk, act as a relief technical coordinator who would be available during the day, and someone to assist the Director with marketing and internal fundraising would be most beneficial and adaptable.

- Put into budget annually until accomplished
- Develop job description
- Continue to pursue future full-time position during budget meetings with City Council.

Who	2009	2011	2013
Director	X	X	X
Director	X	X	X
Director	X	X	X

### Programming

Four areas for changes or adaptations in programming were identified for targeting for this Strategic Planning period.

### Establish a special events category (with layering / multi-discipline)

Not all programming fits neatly into a specific category. The JCAC aims to be adaptable to new opportunities within the year. We also look for opportunities to relate arts programming to other events, both within and without categories. A special event now and then will keep our image fresh and new, not predictable.

- Label it “Special Events”, and in the brochure, note that this category is open-ended, but has several events already labeled under this category. Ongoing
- Offer at least one that will appeal to underserved groups, and strive to make this a very affordable program. Advertise this event at appropriate sites.
- Other options can be special performances in conjunction with IU school of Music, comedy nights, or things which might not fit one of the established series.

Who	2009	2011	2013
Director	X	X	X
Director	X	X	X
Board, Director	X	X	X



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- Include lectures, films, concerts, poetry readings, instructions (workshops).
- Continue to develop “themes” to pull together performances with lectures, films, gallery exhibits or other special events.
- Examine practicality of outdoor events, such as, movies on the side of the building, paint-ins, outdoor concerts, etc.

<i>All</i>	X	X	X
<i>Board, Director</i>	X	X	X
<i>Staff</i>		X	

### Refocus the Family Fun Series to make it more kid-friendly

- Choose programming that is exciting, energetic, creative that will appeal to young families and the young at heart and keep it consistent.
- Seek input from parents in planning Family Fun events.
- Market Family Fun Series events specifically to families with young children.
- Send flyers to all elementary and middle schools in Jasper and close by to further tout shows.
- Ensure that Family Fun programs aren't a duplication of in-school programs and let patrons know performances are different.
- Offer special incentives – photo ops with kids and performers – autographed photo of performers to kids, etc.
- Try a special event aimed at kids, such as, a dinner / lunch theatre with a children's program, ex., American Girl Doll lunch with your doll.

<b>Who</b>	<b>2009</b>	<b>2011</b>	<b>2013</b>
<i>Board, Director Staff</i>	X		
<i>EC, PTOs</i>		X	
<i>Marketing Committee, Staff</i>	X		
<i>EC</i>	X		
<i>EC</i>	X		
<i>Director EC</i>	X	X	X
<i>EC AA / BO</i>		X	

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### Gallery and Gallery Exhibits

- Continue to solicit portfolios annually to select best work for upcoming year.
- Keep monthly schedule as this draws people in more frequently. Length of show should depend on quality of show and labor involved to prepare it.
- Redesign gallery layout to allow better flow and more flexibility. Might need to buy new display furniture. Keep in mind that the gallery is first a lobby, then a gallery so traffic flow is critical.
- Investigate Saturday openings with new part-time personnel or volunteers.

Who	2009	2011	2013
VAC	X	X	X
VAC	X	X	X
VAC <i>Facility Mgr</i> <i>Director</i>		X	
			X

### Create more adult classes

- Expand adult classes to include art forms other than visual arts – especial short term
  - Drama / acting with ACT
  - Vocal and instrumental music
  - Dance
  - Literary arts
  - Stagecraft
  - Computer / graphic arts
- Expand adult visual arts classes to include
  - Photography / digital photography
  - Jewelry making
  - Art appreciation
- Shorter or weekend events with guest artists.
- Put a call-out for teachers of our adult classes in the local papers/website

Who	2009	2011	2013
<i>Facility Mgr</i> VAC <i>EC</i>		X	
VAC	X		
VAC		X	
<i>Director</i>	X	X	X